8 JAN 1976

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT   : Proposed Development of an Office of Logistics (OL)
                  Capability for Systems Analysis, Design, and
                  Programming

REFERENCES   : (a) Memo dtd 23 Jul 75 to DD/A fm D/L, same subject

                  (b) Memo dtd 30 Jun 75 to DD/A fm D/OJCS, same subject

                  (c) Memo dtd 22 May 75 to DD/A fm D/L, same subject

   1. Action Requested: This memorandum requests your approval of a
proposal. That request is contained in paragraph 3.

   2. Background Information:

      a. This memorandum constitutes a refinement and resubmission
of reference (a) proposal to reorganize Office of Logistics (OL)
ADP assets. Based on discussions between the undersigned, we have
reached an understanding regarding the development of an OL in-
house ADP systems analysis, design, and programming capability.

      b. Management and organizational aspects of this proposal are
as follows:

         (1) The OL ADP Staff will be established within OL. The
Staff will be responsive to tasking by the Director of Logistics
(D/L) and to technical supervision by the Director of Joint
Computer Support (D/OJCS), as described in the attachment.

         (2) The D/L will provide the positions for the Staff
which will be filled by OJCS professionals on a rotational
basis.

         (3) Initially, the Staff will be comprised of six pro-
fessional positions ranging from GS-09 to GS-14 system analysts
and programmers and one GS-05 clerical.

         (4) Further description of the Staff organization and its
management may be found in the attachment.

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SUBJECT: Proposed Development of an Office of Logistics (OL)
          Capability for Systems Analysis, Design, and Programming

     3. Recommendation: Your approval is requested to proceed with
the establishment of the ADP Staff in OL as outlined in paragraph 2
above.

                              Michael J. Malanick   STATINTL
                              Director of Logistics

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                    │   │
                    │   │
                    └──────────────────────────────────────┘

                              HARRY E. FITZWATER
                    Director of Joint Computer Support

Att

APPROVED: /s/ John F. Blake 12 JAN 1976

DISAPPROVED: _____

Subject Copy

Approved For Release 2002/06/05 : CIA-RDP79-00498A000400050052-5

ROUTING AND RECORD SHEET

| SUBJECT: (Optional) Proposed Development of an Office of Logistics (OL) Capability for Systems Analysis, Design, and Programming | | | | |

| FROM: Director of Logistics 1206 Ames | EXTENSION | NO. File O + M 9 |
| | | DATE 8 JAN 1976 STATINTL |

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. D/OJCS 2E29 Hdqs.	1-8-76			Jack:
2.				Although we have identified ceiling positions to staff this new function, we may have to seek some relief on "points" for the positions. We have basically agreed with OJCS proposal for the following grade structure for the six professional positions (subject to PMCD review and approval, of course).
3. DD/A 7D26 Hdqs.	12 JAN 1976			
4.				
5.				
6.				
7.				
8.				To put these positions on our T/O at these grade levels will require an additional 10 "points" and a slight increase in OL average grade, but this is an entirely new function for OL and I think an exception can be justified.
9.				STATINTL
10.				
11.				Michael J. Malanick
12.				
13.				
14.				AMEN!
15.				A GOOD SOLUTION

```
1    GS-14
1    GS-13
2    GS-12
1    GS-11
1    GS-09
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Approved For Release 2002/06/05 : CIA-RDP79-00498A000400050052-5

MEMORANDUM OF UNDERSTANDING
8 JAN 1976

SUBJECT: Plan for Establishing an OL ADP Staff

1. Purpose

An ADP Staff will be established within the Office of
Logistics (OL) which will:

a. Be responsive to the requirements and priorities
of OL for the enhancement of existing, and development
of new, computer applications supporting the OL mission;
and

b. Be subject to the standards and technical super-
vision of the Office of Joint Computer Support (OJCS).

2. Responsibilities

The OL ADP Staff will be responsible for all EDP develop-
ment work (from problem definition through program installation)
in support of OL. This includes:

a. ICS and CONIF maintenance and follow-on development.

b. P&PD applications.

c. Stand-alone applications.

d. All maintenance work for other OL ongoing or newly
developed applications, including those presently run
by the User Support Division of OJCS.

The ADP Staff will conduct an inventory and review of all OL
systems at least once a year. The review will include account-
ing information provided in the OJCS PRISM reports.

3. Organization and Staffing

The ADP Staff will be an organizational component of OL. OL will include the personnel slots as part of the OL staffing complement and will budget for the salaries involved. The slots will be filled with MZ careerists assigned by OJCS on a rotational two year assignment. Initially, those OL employees who are currently performing ADP work for OL will be assigned to the ADP Staff if they are found to be qualified for transfer to the MZ Career Service by the MZ Career Board. OJCS will provide qualified personnel for the remaining professional slots and for all slots in the future when rotations are required. (All scheduled rotations back to OJCS will be reviewed six months in advance to ensure that such rotation does not adversely impact any major OL projects.)

The ADP Staff will consist initially of six professionals ranging in grade from a junior programmer level to the Chief, who will be a senior systems analyst/programmer at the GS-14 level.

4. Management Controls

Basically, the ADP Staff will be under the tasking direction of the Director of Logistics, who will determine what is to be done and when. For technical matters, the Staff will be under the direction of the Director of Joint Computer Support, who, through his Applications Division, will determine the technical manner in which the work will be accomplished.

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The Director of Logistics, through his Plans and Programs Staff, will identify the requirements to be satisfied by the ADP Staff and assign priorities to these requirements. The ADP Staff will perform feasibility studies and prepare project proposals on the stated requirements in accordance with the standards specified by OJCS. All feasibility studies and project proposals will be reviewed for technical soundness by the Applications Division, OJCS. Any objections of OJCS will be corrected by the OL ADP Staff to the satisfaction of OJCS and submitted to the user for approval. Project proposals will be approved by the user prior to initiation of programming tasks. New GIM applications will be evaluated by the GIM Review Board of OJCS to determine their impact on other GIM systems and to estimate the response time these systems will provide when in production. OJCS will schedule new applications into production. All work will be documented in accordance with OJCS standards. Formal documentation will be submitted to the Central Documentation Library maintained by OJCS.

OL will evaluate and determine the acceptability of enhancements and new applications developed by the OL ADP Staff in meeting the stated requirements.

Since the ADP Staff will be responsible for all OL-related work presently done within the Applications Division of OJCS, a plan will be drawn up by OJCS and OL to handle the transition of work. The plan will include all present tasks and will cover the necessary training for the ADP Staff to assume responsibility for all applications, including GIM development

and maintenance. A joint implementation plan will be developed

for management purposes to track the progress of the transition.

5.   Performance Evaluation

Fitness reports for the Chief of the OL ADP Staff will

be prepared by OL and reviewed by OJCS.   Fitness reports for

the ADP Staff members will be prepared by the Chief, OL ADP

Staff and reviewed by OJCS.

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Michael J. Malanick
Director of Logistics   STATINTL

HARRY E. FITZWATER
Director of Joint Computer Support

23 JUL 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT   : Proposed Development of an Office of Logistics (OL)
                 Capability for Systems Analysis, Design, and
                 Programming

REFERENCES   : (a) Memo dtd 30 Jun 75 to DD/A fr D/OJCS, same subj
                      (OJCS 1635-75)

                 (b) Memo dtd 22 May 75 to DD/A fr D/L, same subj
                      (DD/A 75-2525)

    1. We are in receipt of a copy of reference (a) and are somewhat sur-
prised and disappointed with the comments presented to you by the Office of
Joint Computer Support (OJCS). However, we do have some points of agree-
ment which we feel should be examined:

        a. Paragraph 3 of reference (a) states, in part, ". . . customers
    of OJCS can easily perceive infinite future requirements beyond the
    finite support planned by OJCS. . . ." We agree, and feel that OJCS
    should not be expected to perceive future requirements of users. On
    the other hand, we should have learned some lessons from the past--
    from the SIPS era, in particular--in that our major problem area in any
    system development is communications at the system design level. A
    substantial portion of time is spent in the education of computer sys-
    tem analysts in logistics systems and such communications/education
    time can substantially increase the OJCS workload and draw down on
    human resources. OJCS, in recognizing this communications problem, has
    repeatedly requested that OL personnel with "computer background" be
    assigned to the Inventory Control (ICS) and Contract Information (CONIF)
    systems. While OJCS has, in the past, established a branch devoted to
    OL systems, and did develop excellent logistics programmer skills, its
    current policy appears to be to discourage the development of any long-
    term programmer association with a project. As an example, the last
    of the ICS programmers will be reassigned to nonlogistics projects in
    December; therefore, all of the enhancements to the ICS will be tasked
    to programmers who are new to the ICS. Again we face a loss of time
    while those programmers are indoctrinated in logistics systems.

        b. Paragraph 3 also states, in addressing our proposed potential
    application areas, "Most or all of these are reasonable requests, and
    would help OL, but also they are low priority in the total DD/A
    scheme. . . ." We are not suggesting any changes to the DD/A scheme
    as we understand that scheme. Instead we are suggesting a planned

SUBJECT: Proposed Development of an Office of Logistics (OL)
           Capability for Systems Analysis, Design, and
           Programming

course of action which will allow OL to capture the full and effective
use of modern computer technology in the fulfillment of its Agency
mission and remove some of the burden from OJCS at the same time. We
should not be expected to limit our automation of logistics functions
only to those areas which require integration with other DD/A offices.
Most of the applications under discussion are those which involve only
OL and which would improve OL operations. We would hope, further, that
OJCS is not assigning DD/A priorities unassisted or without consulting
with using offices. Unless we have misinterpreted the "DD/A scheme,"
we see ourselves as users telling OJCS what we want in the way of
systems rather than having OJCS tell us what we can or cannot have.

2.   The question of centralization has always been controversial, but
the advances in computer technology have been so rapid that centralization
must be subject to re-examination. The use of minicomputers, and now micro-
computers, can substantially reduce demands on OJCS while allowing the
individual components of the Agency to take advantage of the newer tech-
nologies. In any move to the newer technologies, however, we would expect
OJCS to be the focal point for current information and standards. OJCS
has, since the middle sixties, supported the indepth (4-6 months full-time)
training of both OJCS and non-OJCS personnel in programming and associated
data processing courses. To date, there have been at least 14 ADEPT courses
resulting in an estimated production of over 300 programmers within the
Agency. All of those programmers completing the ADEPT course did not return
to positions within OJCS. Many returned to their parent organizations and
continued to program applications which were not only beneficial to the
Agency but assumed a substantial workload which otherwise would have fallen
on OJCS. This is the basis for our proposal and we do not feel that it
"violates the DD/A concept of functional responsibility." Traditionally we
have had personnel assigned to us, in OL slots, from the Offices of Finance,
Personnel, and Security to perform their specialized functions on our behalf.
We see a parallel in the proposal under discussion. We are not arguing that
the slots in the proposed organization be filled by OL careerists with auto-
mated systems skills, although there would be obvious advantages in that
arrangement. What we are asking for is that the slots, whether filled by
OJCS careerists or ours, be dedicated completely to OL and its systems. To
transfer our programmers to that organization, and out of our control, would
not satisfy the goal that we have in sight.

- 2 -

SUBJECT: Proposed Development of an Office of Logistics (OL)
          Capability for Systems Analysis, Design, and
          Programming

4. In attempting to establish a course of action for OL, we cannot
see limitations being placed on our use of both the computer and the resources
necessary to make intelligent use of computing systems. We have stated our
projection of requirements and a course of action which can satisfy those
requirements. At the same time, we can be advancing our use and knowledge
of computer systems if our proposal is accepted.

/s/ Michael J. Malanick

Michael J. Malanick
Director of Logistics

Distribution:
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STATINTL OL/P&PS
        (23 Jul 75)

Next 8 Page(s) In Document Exempt

DD/A 75-2525

22 MAY 1975

MEMORANDUM FOR: Deputy Director for Administration

VIA   : Assistant for Resources, DD/A

FROM   : Director of Logistics

SUBJECT   : Proposed Development of an Office of Logistics (OL) Capa-
                  bility for Systems Analysis, Design, and Programming

    1. Action Requested: This memorandum requests your approval of a
proposal. That request is contained in paragraph 4.

    2. Background Information: As [   ] requested during his dis- STATINTL
cussion of the subject with Messrs. [   ] STATINTL
we are submitting our proposal to reorganize OL ADP assets in a manner which
would provide a badly needed in-house ADP systems capability. You are aware
of the years which have gone into the development of the basic Management
Assistance Programs (MAP) which we have today. You are aware also that we
accepted system designs which were something less than we originally asked
for but which could be used as foundations upon which to build. We have
examined the Cataloging and Inventory Control Modules in operation, as well
as the Requisitioning Module currently undergoing test, and recognize that
several enhancements or adjustments need to be made to make those modules
more efficient and effective. Where critical gaps in design were discovered,
we delayed an implementation date until those gaps were filled. For the most
part, however, and at the request of the Office of Joint Computer Support
(OJCS) Project Leader, we categorized the majority of our needs as enhance-
ments which will be added as OJCS resources permit. At the same time, we
have other applications which are not directly related to the MAP systems
but which would provide us with ready and valuable management information
if they were automated. Given the scarce resources of OJCS, we are not hope-
ful that non-MAP applications could be designed and implemented in the fore-
seeable future. Indeed, the scarcity of OJCS resources will cause enhance-
ments of existing MAP systems to be extended over many months or even years.

    3. Staff Position: The attachment traces the evolution of the Data
Access Center philosophy and how changes in that philosophy have impacted
on our present ADP organization and functions. It also provides the logic
which prompts us to propose a change in that organization and mission.
While the proposal, if approved, would result in our having our own systems
analysis, design, and programming organization, we are not proposing that
that organization would be autonomous or that it would take on systems with

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SUBJECT: Proposed Development of an Office of Logistics (OL) Capa-
          bility for Systems Analysis, Design, and Programming

the scope and size of MAP. We do feel, however, that with our present and
potential ADP expertise, and the computer facilities available to us, we
could develop many of the applications and enhancements we would like to
have and allow OJCS to direct its efforts to the larger and more complex
systems.

    4. Recommendation: Your approval is requested to proceed with the
development of an in-house systems analysis, design, and programming capa-
bility. We are prepared to discuss the attached proposal in more detail at
your convenience.

                              /s/ Michael J. Malanick

                              Michael J. Malanick
                              Director of Logistics

Att

APPROVED: /s/ John F. Blake   12 JAN 1976
          _____

DISAPPROVED: _____

Distribution:
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PROPOSED REORGANIZATION FOR
AUTOMATIC DATA PROCESSING (ADP) SERVICES
IN THE OFFICE OF LOGISTICS

A. Background

1. Early planning concepts associated with the activation of a Data
Access Center (DAC) in the Ames Center Building were keyed to a requirement
that all equipment used for data processing must be positioned inside a
shielded enclosure because of signal emanations. This requirement not only
meant that equipment had to be clustered, but the clusters had to be held
to a minimum because of the high costs of enclosure construction.

2. Later, techniques were developed which suppressed the emanations
from individual pieces of equipment and made the shielded enclosure unneces-
sary. While we avoided the construction of a shielded enclosure, we pro-
ceeded with the equipment-cluster concept since preliminary wiring plans had
been followed and completed. We also proceeded with a personnel organization
which followed the DAC concept by creating the ADP Branch under the adminis-
tration of the Plans and Programs Staff (P&PS). We recognized at the outset,
however, that the centralization of equipment and customer service, and the
performance of that service by personnel not under the administrative direction
of the ultimate user of the system, was not efficient or effective. Our
planning, then, was redirected to consider at least three basic ideas: (a)
terminal equipment for input and query should be positioned in areas nearest
the user thereby shortening the document flow paths and reducing the time
spent in user travel to and from the DAC, (b) users should assume responsi-
bility for terminal operation in order to enhance efficiency and, since they
are more familiar with their data and its uses, better preserve the integrity
of the data base, and (c) dispersal of equipment and operating responsibilities
would relieve ADP Branch personnel from routine data entry and retrieval duties
and provide a manpower source for the design and development of small manage-
ment information systems and time-sharing applications.

B. Impacts of Proposed Reorganization

1. The dispersal of terminals to areas closest to the user places
responsibility for terminal operations on the user organization. In the
case of Supply Division, terminals would be located within each of the
three Commodity Management Teams and in the [   ] Operations
would be performed by personnel currently assigned to those organizations.
[   ] (mini-DAC) equipment would be operated by [   ] person-
nel. Procurement Division would have one terminal but an operator and a posi-
tion would be provided from the existing ADP Branch. ADP Branch personnel
would continue to provide operator training and technical assistance and
advice to using components but would no longer be responsible for the routine
maintenance of existing data bases.

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2. Supply Management Branch, Supply Division, is organized around three Commodity Management Teams. Editing, analysis, item identification, and management responsibilities reside within each team, but the availability of data terminals might alter the way in which those responsibilities are carried out. For example, the editing function could be displaced in large measure by the terminal. Similarly, the terminal operator might displace certain item identification and analysis functions by having routine decision making assigned to him. The assignment of terminal operation responsibility to the component concerned, and the attendant automation of low-level management responsibilities, offers the potential of freeing up manpower resources for alternate use.

3. The Office of Joint Computer Support (OJCS) assigns an individual to the DAC, on a rotating basis, to monitor and direct systems operations. Currently one printer, six Delta Data terminals, and associative hardware are used in DAC operations. We do not propose that the DAC would be disbanded upon the dispersal of terminals. Three terminals plus the line printing equipment would remain for assignment to other users in the area as needed, plus the fact that we would continue to look to the DAC and its OJCS monitor for the production of remote job entry applications and lengthy printed reports.

4. We are also considering a possible disadvantage of terminal dispersal. Under the dispersal concept, we lose the centralized control and monitorship of operations. A combination of update, query, or extract operations going on simultaneously in an undirected mode might significantly degrade system response. We are asking OJCS to explore this question and provide suggestions or alternatives.

5. The proposed reorganization would also require a revised staffing pattern. The current ADP Branch is primarily responsible for data entry, retrieval, and display. Those functions can be classified as low level and require no particular specialized skills for their performance. Our proposed reorganization, on the other hand, would require that personnel be highly skilled in the systems analysis, design, and programming fields. Accordingly, the proposed change would result in the displacement of lower level skills with personnel who are highly qualified in systems work. DAC personnel not qualified for assignment to the proposed ADP organization would be available for assignment to various components for terminal operations. In this way, the knowledge and skills that these individuals possess as a result of their association with DAC operations would not be lost and would provide a nucleus of training Office of Logistics (OL) personnel in systems operations.

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6. We presently have four persons who already are, or have the potential to become, qualified for assignment to such an ADP organization.
STATINTL on assignment to us out of OJCS, is highly qualified of course.
has completed the ADEPT course, ranking second in his class, and has the potential to take a responsible position in the proposed organization. Mr. is currently enrolled in ADEPT, is doing very well according to reports,

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and is another potentially valuable member. ☐☐☐☐☐☐☐☐ while less qualified academically, has a considerable experience background in ADP and has a desire to continue it as a career. We have the nucleus of a systems organization already available and the possibility of other personnel eventually developing their qualifications through training and experience. We have discussed a tentative table of organization; however, in moving to a higher level skill structure, the average grade of personnel assigned to the organization would increase accordingly. This is an area that requires additional careful consideration of alternatives.

7. Mini-computers are becoming increasingly attractive in many ADP application areas. They are multipurpose and can be interfaced with other computing systems or maintained as stand-alone systems. For example, update densities resulting from enhancements to the Inventory Control System (ICS) and Requisitioning Modules might increase to the point that GIMS becomes saturated; yet we cannot avoid that possibility by simply standing down on enhancing the systems. Enhancements are necessary if our systems are to accomplish what we want. It appears, therefore, that, if system saturation is to be avoided, OJCS either will have to augment its computing power in Headquarters or allow the installation of mini-computers locally to absorb processing burdens placed on the main computing system. Our proposed ADP organization, and the assignment of qualified personnel to it, would provide the capability to program and interface a mini-computer with external systems if that alternative is adopted.

C. Potential Application Areas

1. The Management Assistance Programs (MAP) systems, as presently designed, are transaction oriented and provide very little management information routinely. To make those systems work for us, we would propose that our own ADP group develop management information systems (MIS's) which would assist in decision-making processes. Normally, data extracted from a computerized system for performance evaluation consist of transaction data which are summarized, formated, and displayed in manners prescribed by management personnel. Outputs for these systems take various forms. For example, computer-graphic systems are often programmed to receive outputs from the data control systems which enable management to observe trends affecting decision-making situations involving future time. OJCS maintains computer-graphic systems which are capable of receiving outputs from data control systems for graphic display. This capability can be exploited by pulling data from the ICS data base and passing these data to the computer-graphic system.

2. Other outputs of modern MIS's, summarize and collate transaction data which indicate whether or not performance is within criteria defined by management personnel. For example, management might determine that the ratio between dues-in and dues-out should not exceed two to one. Periodic monitoring of this relationship would then provide a means for flagging an area, in which an alarm

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point is violated, for corrective action. Similarly, other Government agencies and industry define relationships which should obtain between the dollar value of inventory and the dollar value of demand. Periodic monitoring of this relationship would provide a means for determining when the inventory system has to be tuned.

3. MIS's are normally programmed to police the operation of a system. Policing operations might identify the numbers and locations of requisitions pending in the system at any given interval of time. Display of this information identifies potential bottlenecks so that the threat of crisis can be removed before it occurs. Another example of policing operations is counting and displaying the number of requisitions, ordered in accordance with priority. This information is used to identify components that repeatedly abuse the standing priority system. However, most policing capabilities cannot be built into a system that has not been designed to accept them.

4. The ICS file structure does not lend itself to the economic and efficient retrieval and display of management information. Redesign of ICS might provide the essential management information with which to monitor the performance of the system; however, redesign would be extremely time consuming and costly. One alternative to redesign might involve coding programs for operation in the OJCS time-sharing environment which could be used to manipulate, quantify, and display data in formats specified by management personnel. The acquisition of a mini-computer system might provide an efficient means for extracting data from ICS for movement to computer-graphic and other systems for display purposes.

5. Many man-hours are consumed in collecting and recording statistical data within OL. Much of this information already resides, or will soon reside, in the ICS. The implementation of an MIS, by whatever means, has the potential of displacing that manpower now consumed in the production of statistical reports. Moreover, statistics set forth in the recent Procurement Division Study would have been readily retrievable under a well-organized MIS.

6. Three alternatives are available for evaluation if the need for an MIS is validated and the commitment is made to proceed with the development programs: first, OJCS time-sharing resources might be tapped in any systems implementation; second, a mini-computer might be programmed to extract data from the ICS data base and either pass information to computer-graphic or otherwise buffer the data for output; or third, the ICS file structure might be extensively redesigned to permit development of an MIS under GIMS.

7. MIS's are frequently programmed to generate critical documentation such as inventory and price adjustment forms, depot materiel release directives, receiving reports, purchase orders, and shipping documents. The ICS is not

currently capable of generating documents such as purchase orders from data residing in the system, and hardware and software enchancements of considerable magnitude would be required to develop this potential. For example, printers scheduled for installation in OL data processing centers are not capable of generating forms such as purchase orders and shipping documents. If the decision is made to engineer this capability into the system, special hardware would have to be acquired and programs (software) coded to provide a bridge between peripherals and the computing system. A document generation capability could be achieved either by an extensive redesign of the ICS system, programming applications for operation of OJCS time-sharing systems, or the acquisition of a mini-computing system.

8. The Logistics Services Division has recently requested that P&PS explore the feasibility of updating the Computerized Report of Agency Metropolitan Space system. This study has been completed and the recommendation will be made to proceed with update. This program can be accomplished internally or by tasking OJCS with development responsibilities. Of the two alternatives, P&PS considers internal development the most favorable approach unless OJCS can provide resources to do it on a timely basis.

9. Supply Division has a requirement for an automated world-wide vehicle control system. Specifications for this application have been defined and all that remains to be done is to commit resources to design and programming. Time-sharing resources are available in OJCS to support this program, if OJCS resources are not available.

10. Recent OL experience with ADP systems reveals that developmental programs seldom reach completion phase. Long periods of developmental work periods tend to render most applications obsolete before they become operational. Consequently, on-going programs are in a state of continuous redesign. OL's experience with CONIF and ICS supports this conclusion. Accordingly, it is reasonable to assume that any systems developed by OL would themselves be subject to constant update which provides additional justification for the creation of an in-house ADP capability.

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